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AUTHOR Hyndman, Arnold G.; Ashbaugh, Anne
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ABSTRACT

Livingston College, Rutgers University, Piscataway, New Jersey, offers a minor in organizational leadership. The university has a body of courses that are fundamental to leadership instruction. The minor gathers those courses into a curriculum that provides the expertise students need to assume a leading role in an organization. Most of the course options for the theoretical component of the minor fulfill Livingston's area requirements and count for departmental credit. Because it regroups existing courses, the program maximizes the benefits of those courses. The theoretical courses are supplemented by a series of extracurricular programs that give students the opportunity to meet with their cohorts and apply their knowledge of organizational leadership. In all, the minor consists of 21 credits divided into 2 foundation courses, 3 theory courses, and 3 applications. A presentation outline describes the institutional framework of the minor program and emphasizes "Logic, Reasoning, and Persuasion" and "Introduction to Organizational Leadership" as key courses in the minor program. The final section of the outline provides a model approach to the development of a leadership education program, listing the steps that should be taken. (SLD)

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Arnold G. Hyndman, Ph.D. & Anne Ashbaugh, Ph.D.
Office of the Dean
Livingston College, Rutgers University
54 Joyce Kimer Avenue
Piscatway, NJ 08854

Livingston College's Minor in Organizational Leadership

A Theoretical Framework for Leadership Education in the Context of an Undergraduate Curriculum

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Arnold G. Hyndman, Ph.D. & Anne Ashbaugh, Ph.D.
Office of the Dean
Livingston College, Rutgers University
54 Joyce Kimer Avenue
Piscatway, NJ 08854

Livingston College's Minor in Organizational Leadership

A Theoretical Framework for Leadership Education in the Context of an Undergraduate Curriculum

PRESENTATION OUTLINE

I. Institutional Framework

- A. Understanding Community and Organizational Leadership at Livingston College
  - 1. Our Vision - Understanding social/cultural dynamics and how to influence them in a positive manner
    - a. The nature of communities
      - (1) Complex
        - (a) cultural, social-political
        - (b) Local, National & Global
    - b. Leadership in a social context
  - 2. An academic approach that is reenforced with practical experience
- B. Livingston's Mission Course as the cornerstone for our program
  - 1. Building Community through Leadership and Understanding

II. Institutional Framework with a theoretical perspective provides an academic focus for leadership education

- A. Critical Thinking
- B. Leadership in a group context (Organizational Leadership)

1. Understanding nature of leadership
    a. Blending experience, skill, personality and circumstance
    b. Guiding change
2. Leadership as behavior, not a position
3. Understanding the influence of group dynamics on leadership and leadership on group dynamics

C. "Logic, Reasoning and Persuasion" & "Introduction to Organizational Leadership" as key courses
1. Content and value of LRP
2. Themes of Introdutory course
    a. Coping with change
    b. Three Key leadership activities
        (1) Setting direction
        (2) Designing an Organization
        (3) Instilling a culture
            (a) Emphasizing excellence and ethics
    c. Emerging from personality & situation
    d. Leaders must know that outcome includes the response of people to the process and its results

III. Fundamentals in Teaching Leadership Theory

A. Understanding Organizational Change
B. Persuasion
C. Applications
D. Ethically Responsible Vision

IV. A Model Approach to the Development of a Leadership Education Program

Arnold G. Hyndman & Anne Ashbaugh
Livingston College, Rutgers University

1. **Articulate your leadership objectives within the context your institutional (unit) vision or mission**

2. **Define relevant theoretical approaches for leadership education**

3. **Define the academic focus for your leadership program (identify existing courses, create new courses, define or create practice experiences)**

4. **Define your unifying teaching approaches**

DETAILED DESCRIPTION OF
The Minor in Organizational Leadership
Livingston College, Rutgers University
Piscataway, NJ

Arnold G. Hyndman & Anne Ashbaugh

Why this Minor?

Organizational Leadership is a process of influencing the behavior of groups. It entails setting goals and achieving them. Leaders are persons of vision who readily understand the needs of organizations, gain allegiances, and respond creatively. Collaboratively, leaders guide groups and individuals to reach excellence and success.

In his book, What Leaders Really Do (Harvard Business Review Book, 1999, Chapter I), John P. Kotter observes that "most organizations today lack the leadership they need." Kotter also notes that this is the case even though highly talented and energetic individuals occupy managerial positions. At the heart of this problem lurks the persistent confusion between leadership and management that characterizes most business education. We need to better understand and teach what leaders really do.

Recognizing the need for leadership, many consulting groups and student life programs have sought to fill the gap. These efforts, however, content themselves with offering a "quick fix" and tend to reduce the task of leadership education to its motivational components. These practitioners fail to anchor the teaching of leadership on solid academic grounds. Livingston's minor in Organizational Leadership returns the project of learning leadership to the academy.

Rutgers University has a rich body of courses that are fundamental to leadership instruction. These courses typically serve only the departments in which they were instituted. The minor gathers those courses into a curriculum that provides the expertise that students need to successfully assume a leading role in an organization. Coupled with practical experiences, these courses embrace a set of theoretical principles without which the practice of leadership becomes mere show.

Unifying the theoretical and practical elements of organizational dynamics, the minor ensures that the students' academic background contains a component that potential employers can recognize as immediately valuable to their organizations. As such, the program complements the instruction offered in Rutgers' professional schools and offers important curricular options to students seeking degrees in Arts and Sciences.

Description of the Program and its Goals

By design, the program is academically rigorous and demanding. In turn, it offers functional flexibility. Students who minor in Organizational Leadership may pursue any major field of study. Moreover, the program prepares students to make important contributions in organizational leadership both in the private and public sectors, in corporate, legal, not for profit community, or governmental organizations.

For its theoretical segments, the minor draws from the specialization of the Faculty of Arts and Sciences, and from departments in the Schools of Business and Communication. For its practical components, the minor utilizes the expertise of Rutgers' Career Services and the existing systematization of Rutgers' student organizations.

Every aspect of the minor concentrates on cultivating and enhancing capabilities that are indispensable to good leadership in any organizational setting. The theory courses, for example, cultivate the following capacities:

- formulating an ethically responsible vision that promotes organizational excellence,
- understanding change: how it occurs, when it is needed, and how it affects a group, and
- persuading individuals and groups to work toward a common goal.

The courses designated for the theoretical component provide ample opportunity for students to attain and perfect these three basic leadership capacities within a coherent plan that incorporates both the knowledge acquired through diverse majors and the breadth attained through the requirements of the college. Many of the course options for the theoretical component of the minor fulfill Livingston's area requirements and count for departmental credit. Because it regroups already existing courses, the program maximizes the benefits of those courses.

In order to ensure the coherence of the program, the theoretical courses will be supplemented by a series of extra curricular programs. The central aim of these events is to give students the opportunity to meet with their cohorts and to apply their knowledge of organizational leadership. The extracurricular component also ensures that the students remain active, collaborative learners. In this respect, the very pursuit of leadership expertise enhances the students' entire education.

The extracurricular components, therefore, will accompany the theoretical courses and function as do laboratories in the physical sciences. Students must register for both items together. For Leadership Theory I, no additional credit is attached to the extracurricular component. Nevertheless, only students who work in research teams while taking their chosen course will receive credit towards the minor. (See description of that component below.)

Requirements

The Minor in Organizational Leadership consists of 21 credits divided into two foundation courses, three theory courses, and three applications. Nine of those credits must be at the 300 level or above. Livingston's Core Course, 02:090:101 Building Community Through Leadership and Understanding, serves as prerequisite to the Minor. Every segment of the program is required. Students must attain a grade of C or better to receive credit except in those segments specified as Pass/No Credit options. All segments of the program should be taken sequentially and combined only as described below.

Summary of Requirements for Livingston's Minor in Organizational Leadership

Prerequisite

02:090:101	**Building Community through Leadership and Understanding**	**(3)**

Required Courses

First Year

Foundations I	**01:730:101**	**Logic, Reasoning, and Persuasion**	**(3)**

First Year

Foundations II	**02:090:202**	**Introduction to Organizational Leadership**	**(3)**

Second Year

Leadership Theory I	**Formulating an Ethically Responsible Vision**		**(3)**

Students will select one course from the list below.

Selection		**CDR #**
01:730:105	Current Moral and Social Issues	1
01:730:241	Introduction to Moral Theory	1
01:730:249	Medical Ethics	1
01:730:250	Environmental Ethics	1, 6
01:730:251	Ethics and Business	1, 6
01:730:340	History of Ethics	1
01:730:346	Rights, Justice, and Equality	1
01:840:221	Ethical Issues, Religious Responses	1
01:840:349	Ethical Issues in Business	1

None of these courses have pre-requisites.

Second Year (Fall or Spring) **With Introductory Organizational Applications**

Leadership Theory II	**Understanding Organizational Change**	**(3)**

Students will select one of the several courses listed below.

Selection		**CDR #**
01:070:204	Intro to Social Evolution	2
01:450:363	Geography of Development	2
01:506:367	Protest and Revolution	
01:790:305	Public Policy Formation	2
01:790:312	Change in Latin America	2, 7
01:790:333	Political Development of American Race Relations	2

01:790:342	Public Administration: Policy Making	2, 6
01:790:355	Women and Public Policy	2, 6
01:790:363	Conflict Resolution in World Politics	2, 7
01:830:371	Group Dynamics*	2
01:830:373	Organizational and Personnel Psychology*	2
01:830:375	Prejudice and Conflict*	2
01:920:280	Collective Behavior & Social Movement	2
01:920:315	Organizations and Bureaucracies*	2
01:920:321	Urban Development & Community Change*	2
01:920:326	Sociology of Communication*	2
33:011:230	The Nature of Leadership	
37:575:312	Conflict & Conflict Resolution in the Workplace	2
37:575:364	Diversity in the Workplace	2

Second Year (Fall or Spring) **With Leadership Theory II**

Introductory Organizational Applications
02:090:303 Exercising Leadership in a Student Organization (1)

Third Year (Fall or Spring) **With Intermediate Organizational Applications**

Leadership Theory III Persuading Others to Work for a Common Goal (3)

Students will select a course from the list below

Selection		CDR #
01:190:321	Classic Rhetoric	1
01:220:341	Industrial Organization*	2
01:790:348	Psychology and Politics	2
01:830:311	Conditioning and Learning*	2
01:830:321	Social Psychology*	2
01:830:326	Small Groups (with 327 - Small Groups Laboratory)*	1
01:830:364	Motivation and Behavior*	
01:830:371	Group Dynamics*	2
01:830:372	Psychological Approaches to Social Problems*	
04:189:101	Introduction to Communication & Information Systems	
04:192:200	Communication Theory*	2
04:192:201	Interpersonal Communication Process*	2
04:192:220	Fundamentals of Speaking and Listening*	2
33:620:370	Managing Diversity in Organizations*	
33:620:410	Organizational Leadership*	
33:620:490	Organizational Behavior*	

An asterisk (*) indicates that the course has one pre-requisite in the field.

Third Year (Fall or Spring) **With Leadership Theory III**

Intermediate Organizational Applications
01:090:304 Laboratory on Organizational Leadership (1)

Third Year (Spring or Summer) or Fourth Year (Fall)

Advanced Organizational Applications with Capstone Seminar
02:090:404 Exercising Leadership in the Work Place (4)